

# AGENDA



13.30

Registration

14.00 – 14.10

Introduction

*Johan Hjertonsson*

14.10 – 14.30

Bemsiq

*Mikael Johnsson*

*Albrektsson*

14.30 – 14.50

Hultafors Group

*Martin Knobloch*

14.50 – 15.10

Swegon

*Andreas Örje*

*Wellstam*

15.10 – 15.30

Coffee break

15.30 – 15.50

Latour Industries

*Björn Lenander*

15.50 – 16.10

Nord-Lock Group

*Fredrik Meuller*

16.10 – 16.30

Caljan

*Henrik Olesen*

16.30 – 16.50

Coffee break

16.50 – 17.25

Panel discussion:  
Product development  
& digitalisation

CTEK

*Jon Lind*

Fagerhult

*Bodil Sonesson*

TOMRA

*Tove Andersen*

17.25 – 17.35

M&A

*Johan Menckel*

17.35 – 17.45

Conclusion

*Johan Hjertonsson*

*Anders Mörck*

*Johan Menckel*

17.45

Drinks

18.15

Dinner

For those who signed up  
that they wish to remain

Welcome!

# Today's panel



**Tove Andersen**  
CEO



**Jon Lind**  
CEO

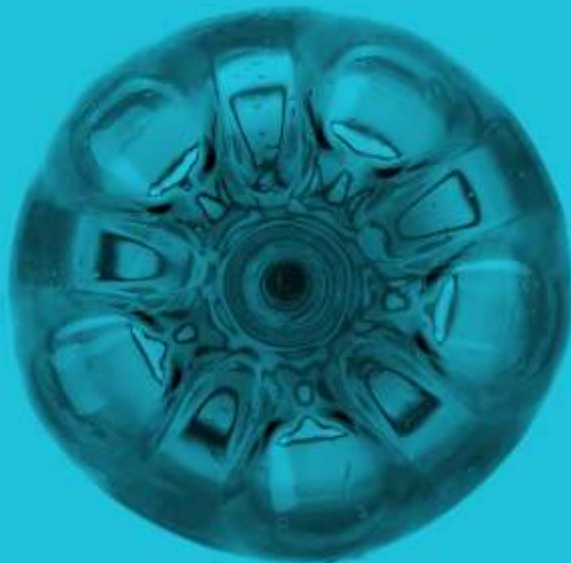


**Bodil Sonesson**  
CEO

Fagerhult Group



50 years  
1972-2022



10.9 billion NOK turnover

~4,600 employees

>60 countries

>100,000 installations



***CTEK – GLOBAL LEADER IN IN VEHICLE CHARGING SOLUTIONS***



# Fagerhult Group

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We light up your world



# Today's panel



**Tove Andersen**  
CEO



**Jon Lind**  
CEO



**Bodil Sonesson**  
CEO

Fagerhult Group

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M&A

# Investment AB Latour

Johan Menckel, Chief Investment Officer





# Latour at a glance

Founded in **1985** by the Douglas family who still are the largest shareholder

**>63%** of the holdings have been part of Latour for more than 20 years

Acts as **active** principal owner in all holdings

Market cap SEK  
**193** billion

Net asset value  
SEK **119** billion

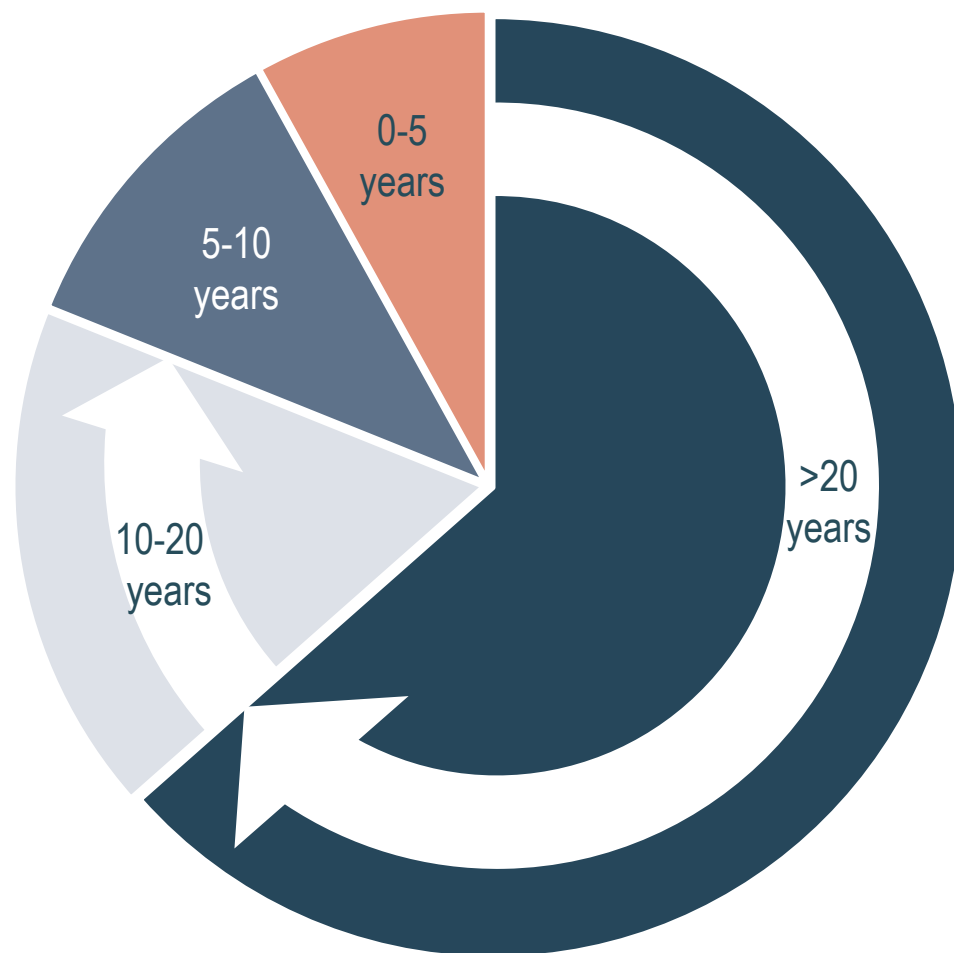
Total return the last 10 years of more than **1,600%**

Aggregate value of the industrial operation  
SEK **49** billion

Aggregate value of the investment portfolio  
SEK **79** billion

Low management cost less than **0.1** percent of managed market value

## Focus on long-term value creation



**63%** of the value comes from holdings owned >20 years

# A mixed investment company



Figures as of 31 March, 2022



# What we look for in our investments



# What we look for in our investments





## Financial targets – minimum for Latour companies

Annual growth

>10%

Operating margin

>10%

Return on operating capital

15 - 20%



# Latour is a firm believer in active ownership and delegated decision making

## What we do

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- ✓ Let management run the business
- ✓ Keep decentralised decision making
- ✓ Keep local presence
- ✓ Appoint business-oriented board
- ✓ Invest in R&D, sales and marketing, and people
- ✓ Offer the Latour network to share insights

## What we do not do

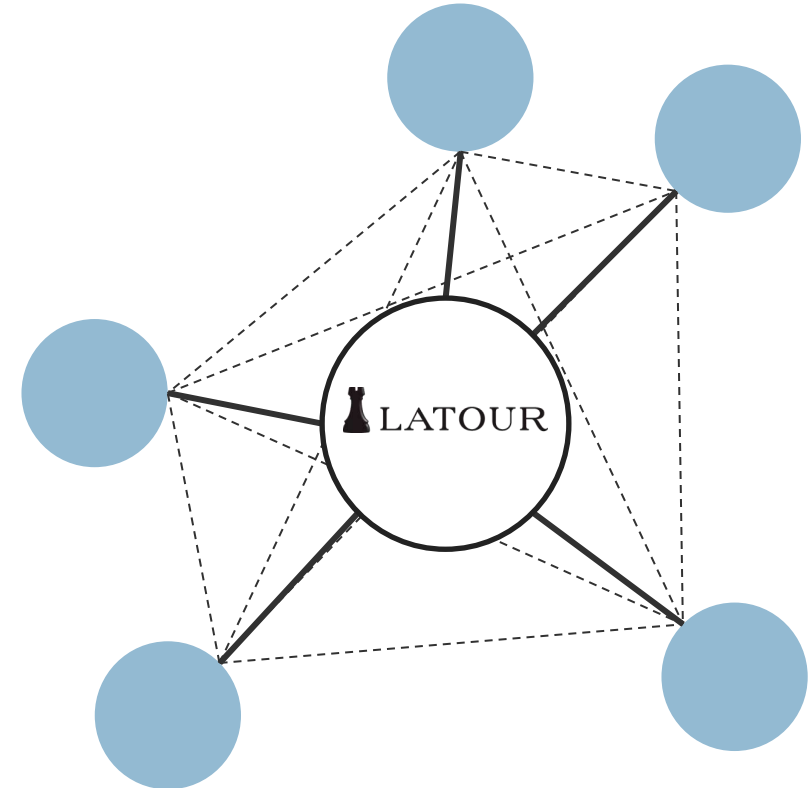
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- ✗ Intervene with day-to-day operations
- ✗ Implement strategic initiatives that do not come from management
- ✗ Enforce unwanted synergies across group companies
- ✗ Use debt to fund acquisitions
- ✗ “Dress the bride” for a future exit

# Latour is a firm believer in active ownership and delegated decision making

We *encourage* knowledge sharing and accessing best practice where applicable for businesses to thrive

- CEO network
- Talent management
- Management development – Latour Academy
- Network opportunities – finance, purchasing, IT, sustainability, digitalisation
- Themed coaching/mentoring when needed



# Our investments 2021-22

## Wholly owned operations



## Listed portfolio



## Latour Future Solutions





# Going forward

- Continue making selected add-ons to our business areas
- Evaluate new platform investments
- Flexibility about size and structure

Q&A



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